

FEATURING BEST PRACTICES OF STATE AGENCIES AND INSTITUTIONS OF THE COMMONWEALTH OF VIRGINIA

Strategic Planning

Strategic Planning Process

**Virginia Department of Transportation
implemented this best practice
in 1994, modified it in 1997 and again in 1999**

*Qualifying under the
Best Practices catalogue*

- 1 Establish Direction
- 13 Develop plans
- 131 Identify missions, goals and objectives

also 132

Best Practice Summary (how it works, how you measure it)

The Virginia Department of Transportation's (VDOT) strategic planning efforts are the result of a structured, consensus-based decision-making process that reflects guidance from the Department of Planning and Budget. It provides clarity and future direction and ownership by the leaders in taking action. The plan was developed by a representative team of senior managers (the Strategic Management Team) who developed an initial draft plan. This plan was in turn reviewed, refined, and committed to by the VDOT Executive Leadership Group and Leadership Forum. VDOT requires each district and division to develop its own plan in alignment with these agency-wide commitments. Executive level managers' champion each of the strategic outcome areas and guide the implementation and development of goals, performance measures and strategies that ensure the achievement of the VDOT mission. For example, in order to assess

their performance and establish improvement strategies of their Employee Satisfaction and Development and Customer Satisfaction strategic outcome areas, VDOT conducted two statewide surveys in 1997; one to employees and the other to motorists. The baseline scores received provided key insight into areas of satisfaction and improvement. Each of these surveys will be repeated in 1999-2000.

Impact on the Process Organizational Performance (OUTCOMES)

VDOT's strategic planning process has assisted in setting priorities, aligning resources, and communicating direction to all employees.

Best Practice Qualification

Based on feedback received from the Department of Planning and Budget and the Governor's Office, VDOT has exceeded expectations in the linking of their strategic plans to budget outcomes.

For Additional Information

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